

Regional Workload Reduction Plans

May, 2008

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Current Challenge	Strategy to increase efficiency/ reduce workload	Action Required	Timeline	Lead	Impact on Social Workers
Court Efficiencies	Specific court calendaring to reduce social workers waiting time in court	R1 - Court initiated "court redesign plan" implemented in Spokane. Goals accomplished: <ul style="list-style-type: none"> Team approach to cases including commissioner, Public Defenders, AAGs, GALs, and SWs. Time specific calendaring. 	Completed 10/06	Spokane AAs: Abbey, Burdge, Turner and Borg	Social workers (SWs) spend 1 scheduled day per week in court for motions and fact findings, and for reviews. Has saved many hours and additional days in court.
	Team approach to cases	Continue efforts to improve communication and processes.	Ongoing		SWs work directly with the same AAG, PD, GAL and Commissioner to save time: <ul style="list-style-type: none"> Do not have to re-inform and re-teach from case to case. Provides more consistent case planning and execution of case objectives which moves a case forward faster.
	Add wireless capability to lap tops so SWs can work while waiting in court (see Technology Section)	Specific AAG assigned to each of the court teams.	Completed 12/07		
		R2 - Meet & get commitment from AAGs, judges, commissioners at: <ul style="list-style-type: none"> Local court improvement meetings Special management-AAG meeting in June 	Ongoing On 6/11/08	R2 - AAs: Norton Carrillo	Significant time savings for SWs without adding work to other staff
		Benton/Franklin Co. Juvenile Court implemented scheduling improvements <ul style="list-style-type: none"> Separate contested and non-contested matters. Set hearings at more specific times. 	Completed 4/08		Changes in Benton/Franklin and Yakama Nation courts result in less wait time for SWs due to more realistic scheduling.
		Yakama Nation Children's Court implemented case conferences	Early 2008		
		R3 - AAs and others meet with court commissioners, judges and other court partners to discuss court issues including efficiencies and court wait time. <ul style="list-style-type: none"> Whatcom meets quarterly. Also have monthly meeting with staff and supervisors. Skagit County supervisors/management team meets 	On-going	R3 - AAs	Significant time savings for SWs without adding work to other staff

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		<ul style="list-style-type: none"> monthly with Defense counsel, Commissioner, AAG's, & GALs. Snohomish county AA's and supervisors meet quarterly with Dependency Judges. 			
		<p>R4 – GMAP Pilot in 2006 to address wait time of SW in court resulted in Time Certain Calendaring in King County Court. Project is a success.</p> <p>Pilot in</p> <ul style="list-style-type: none"> Seattle Juvenile Court-Time Certain Calendaring for Dependency and Permanency Planning hearings. Pilot at the Regional Justice Center. <p>Model Court workgroup meets monthly to identify/ explore options for more effective ways to impact the increased demands on the court process.</p> <p>A meeting between staff and judges will be held to further develop understanding between the court and SWs.</p>	<p>Completed 6/07 on-going</p> <p>Began 1/08</p> <p>Began 5/08</p> <p>Ongoing</p> <p>5/08</p>	<p>R4 – Molly Mee, Court Unit supervisor, Prog Mgr Patrick Noone</p>	Reduction in court time is situation specific but has been reduced an average of 2 hours per SW.
		<p>R5 – Begin re-calendaring court dates in Pierce Ct. by CFWS unit numbers. Ongoing work with courts in both counties.</p>	<p>Begin 6/08 To affect 9/08 calendar</p>	<p>R5- AA's Betsy Rodgers, Cheryl Rich</p>	Ongoing work with courts is effective in reducing time spent at court. CFWS workers in Pierce Cty will have one primary court date per week. Kitsap Cty court is only in session two days per week.
		<p>R6 – Centralia –</p> <ul style="list-style-type: none"> Moved FRS hearings to another court date. Stagger hearing times with set # scheduled per hour. SW no longer sits through all hearings waiting for own. <p>Request room for SWs waiting at court so they can work on other tasks.</p>	<p>Completed 11/07</p> <p>By 6/08</p>		<p>Moving FRS court date reduced court time by 1 hour/ week because dependency hearings started on time.</p> <p>Staggered hearing times - workers at court at 10 a.m. or 11 a.m. instead of 9 a.m. Has reduced court time by a considerable amount.</p>

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		<ul style="list-style-type: none"> Vancouver negotiated a room in the court house for SWs. Turnwater has a phone reception issue (wireless) Will check back. Aberdeen, South Bend and Long Beach – is not feasible due to physical space limitations of the court 		R6 – AAs: Debbie Lynn Tom Stokes Marian Gilmore Cindy Hardcastle Becky Smith	Ability to do other tasks while waiting for cases to be heard
Relieve Social Workers from Transportation and Visitation and other non case carrying tasks as appropriate	<p>Hire HSS, SW1, Program Assistants, Clerical or other staff to assist with transportation, visitation, and other tasks as appropriate.</p> <p>Kinship workers team with CFWS workers to support relative placements</p>	<p>R1 - Spokane has 1 HSS supporting ICW. Has had 6 HSS supporting 5 Field Offices for over 10 years.</p> <p>Pilot using SW1 in Spokane successful.</p> <ul style="list-style-type: none"> Five SW1's currently working Review use of SW1 vs. other type of FTE. <p>Reassign & consolidate clerical work</p> <ul style="list-style-type: none"> Review FTEs to hire more clerical staff Spokane office continues to evaluate whether to invest current new FTE resources into SW positions or clerical positions. ICW AA is planning to add clerical. Clarkston AA is planning to add clerical. 	<p>ICW HSS hired 7/06</p> <p>Began 4/08</p> <p>By 5/30/08</p> <p>Completed</p> <p>By 6/30/08</p> <p>Ongoing</p>	<p>R1 – Spokane AAs: Tim Abbey, Launi Burdge, & Supervisors</p> <p>R1 - Deputy RA, Connie Lambert-Eckel; clerical supervisors Bev McLaughlin and Sue Mottram; Spokane AAs Burdge, Abbey</p>	<p>Direct impact on time to transport children to/from visits/appointments etc.</p> <ul style="list-style-type: none"> Between 2/25/08 (SW1s in place) and 4/14/08, 271 transports were completed by 2 SW1's that would have been done by SW3s. A past CQI survey showed some SWs were spending up to 12 hours a week arranging and doing transports. SW1's have significantly reduced this impact to SW3s. <p>Existing clerical staff are consolidated and provide direct support to units and FTDMS.</p> <ul style="list-style-type: none"> Allows coverage across units. Relieves SW and Supervisor from taking notes during FTDM's. Saves time and provides them with a quality reference document from the meeting. Unit clerks respond as the 'zero out' contact for SWs, helping with and prioritizing phone calls. Unit clerks do filing, typing and other direct clerical supports.

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		R2- added 8 community workers and 2 HSS staff, non-perm basis to assist with transportation and other client support. Evaluating hiring SW1s <ul style="list-style-type: none"> 1 SW1 hired in Ellensburg on non-perm basis. Considering permanent in-training SW(s) for Toppenish Reviewing use of SW1 vs. other type of FTE. Hired non-perm clerical in Ellensburg, Yakima, Toppenish and Adoptions. Other efforts: <ul style="list-style-type: none"> Specific staff identified for relative search in Toppenish, Yakima. All offices assign CSO liaisons to coordinate relative caregiver TANF. Have a Foster/kinship caregiver PM to provide communication and help problem solve. Agreement with Casey Family Program to assist staff with relative searches, to begin as pilot in Yakima. 	Completed 4/08 On-going By 7/08 Completed 4/08 Completed	R2- AA's, Joe Crawford. R2 – RA, AAs, Norton R2 – RBM: Joe Crawford R2: AA's: Szatkiewicz	Shifts work from SW's, fills some gaps in contracted services. Positions are funded by regional under-spent FTE's due to vacancy rates. Keeping some after July 1 is under consideration. Funded with under-spent FTE's saved through vacancy rate. Will end June 30. Increased efficiency by specializing in relative search activities. Coordination with the CSO's saves SW time by cutting down on required tasks and financial crises early in placement, and increasing placement stability.
		R3 – determine feasibility of hiring support staff <ul style="list-style-type: none"> contact colleges and schools, put ads in local papers Determine if effective and continue effort 	By 6/08 On-going	R3 – AAs, Sups	
		R4 – hire HSS in each office to support efforts to reduce visitation workload. Develop regional visitation center for weekend visitation/ transportation & relief for staff caring for children awaiting placement. Recruit HSS for the center.	Completed 3/08 By 6/08	R4 – AAs	Allotted positions to the Visitation center to relieve SWs of visitation / transportation work. Cost in part covered by vacancy rate.

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		Research costs and feasibility of hiring SW1s- present to MT			
		Kinship support workgroup and AAGs developed and implemented plans to conclude dependent cases as 3 rd party custody – which in turn reduces caseloads.	4/08	R4 – John March (AA)	Tracking data and will share with staff.
		Cross train clerical: Clerical Academy with Region 3 to expand duties and skills of clerical.	Completed 4/08	R4 – Deputy RA and PM	Skilled Clerical are able to be delegated appropriate duties from SWs. Training helps clerical staff be more successful in their role and assists them with career development.
		Explore having 1 clerical input legal and placement, and process paperwork in each office.	Completed 4/08	R4 – Regional Management Team	
		R5 – Develop plan for more efficient use of existing case aides in Tacoma.	By 7/08	R5 – AA's Betsy Rodgers, Cheryl Rich, Linda Thomas, Barb Geiger	Program Assistants, case aides or Home support specialists would perform some of the work currently done by social workers
		Hire a Program Assistant in Bremerton.	By 9/08		
		One SHPC 2 Relative Caregiver support staff is available in each office.	Completed 2006		
		Research cost and FTE availability for Program Assistants and present to Regional MT. • recruit and hire.	By 7/08 By 8/08	R5 –Deputy RA Gary Fontaine	
		Clerical staff • are consolidated in both offices. • are cross trained. • have strategies to support units when clerical staff are not available to work. • Are brought on after FTEs are analyzed and SWs and number of open cases increase.	Completed and On-going	R5 – Stacy Weaver-Wee, Barb Geiger	

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		R6 – Develop plan and recruit support staff <ul style="list-style-type: none"> Review budget – look into hiring SW1s Have hired 11 non-perm HSS to assist with workload of social workers established 6 new SW 3 FTEs <ul style="list-style-type: none"> 3 to Vancouver, 1 to Tumwater, 1 to Shelton, 1 to Aberdeen. 1 SW 4 in Centralia Hire relative search specialist Explore hiring WEX (Work Experience) workers <ul style="list-style-type: none"> develop plan and recruit 1 hired in Centralia 	1/08 - 9/08 Began 5/08 By 7/08 By 9/08 Completed 2/08	R6 – Regional MT Sonja Heard R6 – AAs and Sonja Heard Edith Hitchings	SWs may spend 2 or more hours a day transporting children to and from visits. Support staff for SWs will help reduce workload. Used regional vacancy rate to hire non perm FTEs. Reduced caseload and supervisory span of control Provide case aide duties as transporting kids, copying files, and helping with emergent situations, taking workload off of SWs.
	Expand transportation and visitation contracts	R1 – Recruitment of qualified providers continues for all field offices. Two new Parent Child Visitation Contracts have been added to expand capacity in Spokane. Recruitment efforts to add volunteer drivers have been fairly successful (cost of fuel may be a factor). Current drivers are being maintained, enhanced by using SW1s.	On-going 7/20/07 & 3/01/08 4/30/08 Initial effort completed	R1 – RBM: Rich Klemmer, Contracts staff: Diana Valdez and Kate Kennedy, VTO Supervisor: Lisa Johnson	Having sufficient qualified PCV contractors who will coordinate and transport as part of their contract relieves the pressure on the SW to undertake these responsibilities. Review shows CPAs are completing 1 visit per month
	Develop other means of providing visitation.	R2 - Added visitation contracts. Temporary increases until new regional budgets are issued and level of funding for this service is determined.	Completed 11/07	R2 – RBM	

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		R3 – Increase visitation centers	In process	R3 – Bob King (Contract Mgr)	Less time spent providing/arranging <ul style="list-style-type: none"> • Transportation. • Organizing visitation. 33% of visits are being provided by contractors, volunteers and community partners. Goal is 66%.
		R4 – <ul style="list-style-type: none"> • Expand visitation program with Snoqualmie tribe to cover Bellevue & White Center office • Expand number of contracted providers. <ul style="list-style-type: none"> ◦ Solicitations completed for new providers. Increase from 2 to 10. ◦ Write new contracts • Regional work group for visitation and transportation developed and ongoing. <ul style="list-style-type: none"> ◦ To develop resources and procedures to maximize resources and troubleshoot problems. ◦ Asked AAGs & CPS Sups to help develop new court order at shelter care re: Visitation & Transportation. 	By Summer 08 By 8/08 Completed Spring 08 By 6/08 Summer 2007	R4 – RA Management Team R4- Contracts managers and Visitation program coordinator.	
		R5 - Additional contract issued in Tacoma to provide emergency visits within first two weeks of placement while case is being referred to standing contracts.	Begin 6/08	R5 – Deputy RA	Emergency visit contract will relieve social worker of providing visits right after placement
		R6 – Exploring development of transportation contracts with Para transit throughout region.	By 6/08	R6 – AA	Reduced amount of time spent transporting children to visitations
		Hired Family Support Program Manager	Completed 2/08		

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	<p>Community partners take on some of the workload</p> <p>Local Family to Family strategy groups working with Community partners to identify non SW activities community partners could do (ex. tutoring, mentoring)</p> <p>Expand CDP (chemical dependency professional) and Mental Health Liaison to all offices in the region</p>	<p>Regions have implemented FTDM in 34 offices, with implementation of last 11 offices by Fall 2008. Other strategies of F2F are actively being developed in at least 13 offices.</p> <p>Actions below include examples of what some Regions are doing with F2F as well as other activities with community partners.</p> <p>R2- Family to Family</p> <ul style="list-style-type: none"> • 2 offices fully implemented • All other offices implementing. • FTDM's facilitated in all offices. • SW out-stationed with police, schools and hospitals. • Sunnyside office talking with police, schools, providers to clarify CA mission and funding to help make community expectations more realistic. • Toppenish and Walla Walla churches providing space for visits closer to families. • Dedicated foster/ kinship caregiver liaison and Common Ground dispute resolution. <p>Additional 1.5 contracted CDP to provide service in each office.</p>	<p>Completed In process 6/04 1/08 7/06 6/04 7/08 5/08 9/07</p>	<p>AA's: Carrillo, Szatkiewicz and Gowen F2F regional lead: Brian Cox.</p>	<p>Community work increases awareness, interest, understanding of agency mission, and generates volunteers, sponsors and additional resources. Increase SW morale as well as reduces workload.</p>
		<p>R3-Local office strategy groups meet monthly with community partners to explore resources to help reduce workload. Discussing</p> <ul style="list-style-type: none"> • community leadership & networking, • resource acquisition & concrete help, • skill building activities 	<p>Ongoing</p>	<p>R3- AA's, local Family to Family Leads</p>	<p>Less time spent:</p> <ul style="list-style-type: none"> • Providing and arranging for transportation. • Providing, arranging and organizing visit. • Developing resources and supports for families.

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		R4 - Expand F2F program to each office to address how families /community can provide placement resources, transportation and visitation resources to move this duty from SW.	By 6/08	R4 - Deputy RA: Sandy Hart, Program Mgr. Jessica Sincere.	Visitation/transportation shared w/relatives & community. Placement resources developed <ul style="list-style-type: none"> • More stable so less work for SW <ul style="list-style-type: none"> ○ Disruptions in placements are avoided. ○ Permanent plan for child achieved faster.
		R5 - CDP contract expanded to include an FTE with expertise in adolescent issues & provide coverage for Bremerton.	4/08		
		R6 - FTDM's in all offices Explore need in offices lacking CDP and Mental Health Liaisons Meet with local RSN re: coordination of services <ul style="list-style-type: none"> • Negotiated space for RSN staff in the Vancouver office. • Review needs and budget • Contract 	By 6/08 By 7/08 On-going By 7/08 Completed By 8/08 By 8/08	Fam. Sup & Well Being PCs A. Meyer, D. Burkhart AAs R6 Lead.Team R6 - RBM: Minion	Increase relative placement, services to clients, family involvement Access to CDP and Mental Health Liaison will assist social workers in making quicker case planning decisions Coordination of services with RSN will lead to improved case planning and services to children and families. CDPs and MH Liaisons can take some work from SW.
	Contract with Higher Ed. schools County for work study students	R4 - Contracts in King Co. completed <ul style="list-style-type: none"> • Recruitment on going at every University and Community College in the area. 	Completed 2/08 On-going	R4 - Deputy RA, AA	Work study students have increased by approximately 15 over last six months. <ul style="list-style-type: none"> • Are completing tasks to support SWs - specifically transportation and visitation.
		R5 - Has used work study students and case aides for many years. Most effective in Tacoma because more colleges in the area. <ul style="list-style-type: none"> • Will identify efficiencies in work study work assignments. 	By 9/08	R5 - Stacy Weaver-Wee, Ken Papitz	Work study students and case aides can do some tasks that SWs do, primarily parent/child visits and filing, which relieves relieving some workload.
	Increase use of volunteers	R6 - Recruit Volunteer drivers <ul style="list-style-type: none"> • Talk to Recruitment and Retention contractors 	Completed 1/08	R6 - Sonja Heard	Will relieve SWs of some tasks such as transportation of clients.

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		<ul style="list-style-type: none"> Promote use in offices, Establish volunteer coordinator in each office At Pre-service training talk with potential foster parents about being a volunteer driver 	By 6/08 By 6/08 By 7/08	R6 – AAs R6 – AAs R6 – Amanda Meyer & Regl F P Trainer	
	Hire permanent part-time SWs to cover after hours calls/responses	R1 - Convert existing intermittent positions to permanent part time positions for 4 field offices (Colville /Republic, Colfax, Wenatchee and Newport) and enhance a 5 th (Moses Lake).	By 7/1/08	Debbie Fenske, AA and Renee Kincaid, Supervisor	<ul style="list-style-type: none"> Day SWs in rural offices response to after hours' requests for support will be reduced or eliminated. Day SWs will not need to work excessive hours. Will stabilize after hours program Will help with retention Will build a potential pool of future SWs <p>January 01 to present SWs in 4 field offices identified for these FTEs spent 402.6 hours working beyond their 40 hour work week to help with after hours response. Staff completing afterhours work do so voluntarily and receive standby and OT for their work.</p>
	Establish a part-time social worker mentor/trainer	R1 - Moses Lake hired a retired SW Supervisor part time to provide intensive training and support to new social workers. Will expand to include all new staff to review mandatory training issues, office set up and field exposure.	Completed 4/08 Ongoing	AA Fenske	<p>Will save hours of SW Supervisor time and provide for consistent training and orientation to the work, and mentoring of new staff.</p> <p>SW4's will remain focused on cases, child safety, and clinical supervision.</p> <p>Part time position established from existing FTEs.</p>
	Identify a SW in the Moses Lake Office to specifically work Admin/Conflict cases .	R1 - Moses Lake identified one SW to assume responsibility for all Admin/Conflict cases assigned to the ML Office. SW duties assigned, no new FTE.	Effective 11/07	AA Fenske	<p>This strategy provides one specific SW who</p> <ul style="list-style-type: none"> Knows all policies & requirements for these cases. Has established relationships across jurisdictions. Serves as single point of contact on all high risk admin cases and for supervisors/ SWs. Assigned SWs are relieved of this work on their regular caseloads.

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Consolidate Common Regional Functions	Regionally consolidate common functions, e.g., <ul style="list-style-type: none"> Public Disclosure and Discovery, FC rate assessment, Intake, FRS 	R1- Consolidate Public Disclosure in Spokane and Colville. <ul style="list-style-type: none"> Other offices will be served by Spokane. Continue to train new disclosure supervisor & staff and orienting field offices to procedures and process.	By 5/08 By 5/08	R1 – Regional Program Administrator and Regional PD Supervisor, Nicole LaBelle & Jason Ghan.	PD requests now managed by new Forms and Records Analyst positions. Results in: <ul style="list-style-type: none"> Greater compliance with PD timeline, consistency and accuracy requirements. Increased efficiency will decrease workload on SWs. FTE from FY08 allotment. Estimated to take 8 hrs/volume to copy/redact a file. <ul style="list-style-type: none"> Avg. request is 3 volumes. Avg. 67 requests per month regionally. Overall savings est. to be 1608 hours of SW/direct SW support staff time.
		R2- FC Rate assessment is consolidated locally for Richland and Walla Walla. Other offices are evaluating. Training for offices on how to access and scan files scheduled. Discovery/disclosure unit consolidated in Richland.	Completed. By 5/08 By 5/08	R2- AA's, Carrillo.	Foster care rate assessment consolidated in large offices: <ul style="list-style-type: none"> Improves efficiency, timeliness and consistency. Assigned to non-case carrying SW with a more flexible schedule. Assigned SW has more time, less potential for strained FP relationships. Discovery/Disclosure unit should have significant impact. <ul style="list-style-type: none"> Greater compliance with PD timeline, consistency and accuracy requirements. Increased efficiency will decrease workload on SW.
		R3 – <ul style="list-style-type: none"> Develop plan to accelerate Consolidated Public Disclosure/ Discovery Unit <ul style="list-style-type: none"> Unit has 5 FTE's <ul style="list-style-type: none"> Will hire 2 more FTE's. Taking disclosure requests from all offices now. Hire 3 more record analysts to provide 	Completed 2/08 By 5/08	R3 – Claudia Shoop	Discovery/Disclosure unit should have significant, positive impact: <ul style="list-style-type: none"> Greater compliance with PD timeline, consistency and accuracy requirements. Increased efficiency will decrease workload on SWs.

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		<p>capacity to do discovery.</p> <ul style="list-style-type: none"> Consolidate Snohomish Cty: <ul style="list-style-type: none"> FRS, relative search, rate assessment - 5 offices Cmpl. <ul style="list-style-type: none"> 1 office in process Consolidate Island Cty intake into Snohomish Cty intake unit. 	<p>By 11/08</p> <p>Cmpl. 5/08 Cmpl. 4/08 Cmpl. 5/07 By 6/08</p>	<p>R3 – AAs</p> <p>R3 – AAs</p>	
		<p>R4 – Adoption & Permanency Office</p> <ul style="list-style-type: none"> Established Disclosure/ Discovery Unit - receives work from all R4 offices. Receives Receiving Home studies from all offices. <p>Research resources needed to expand after hour's duties to address unresolved issues during the 8-5 workday. This will:</p> <ul style="list-style-type: none"> Allow day staff predictable end to work day. Allow referrals received after 4:30PM to be responded to by after-hours. <p>Centralized intake in R4 for over 4 years. Relocated to the King St. office next to the statewide office of After-hours/Central Intake.</p>	<p>Completed 3/08</p> <p>By 6/08</p> <p>Since 2002 Completed 2007</p>	<p>R4 – John March (AA)</p> <p>R4- AA – Stephanie Allison-Noone</p>	<p>Adoption Disclosure – Avg. 15 per month Public Disclosure – Avg. 100 per month</p> <p>SW staff able to have a predictable end to the day so avoiding late nights in the field.</p> <p>Centralized intake consistently surpasses expectations on consistency and quality of their work product. Being centralized has been key to consistently high quality work</p>
		<p>R5- Many functions already consolidated –</p> <ul style="list-style-type: none"> Discovery/Disclosure; Regional Intake; Specialized FRS units or positions; Native American Identification; Relative home studies; Child placement. <p>Establish FC rate assessor position</p>	<p>6/06 9/07 many years 2003 Early 2007 Many years</p> <p>9/08</p>	<p>R5- Betsy Rodgers, Cheryl Rich, Barb Geiger</p>	<p>FC rate assessor will:</p> <ul style="list-style-type: none"> Eliminate need for SW to do assessment. <p>Provide consistent use of assessment tool.</p>

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Workflow		R6 – Develop a consolidated public disclosure unit	Completed 1/08	Sonja Heard	Hired SW4 and 3 staff to make unit of 4 staff and 1 supervisor. Used existing vacant FTEs.
		Develop proposal to consolidate discovery & disclosure into the Regional Public Disclosure Unit.	6/30/08	Sonja Heard and Alan Stajduhar	Remove task from SW. Consistency in completing discovery of court records
		Discuss consolidation of foster care rate assessment in field offices with regional management team.	6/30/08	Edith Hitchings	Tumwater office has 1 staff person completing the FC rate assessment at this time.
		Evaluated FTE usage of after hours supervisory staff and consolidated supervisory consultative work to Central Intake. <ul style="list-style-type: none"> Used FTE to establish part time FTE to do data readiness and conversion for the field in preparation for FamLink 	Completed 3/08 CI takes over 5/08	Sonja Heard Edith Hitchings	Removes data clean up duties from SWs
	Shared Planning & other meetings	R1 –SW Supervisors have the discretion to attend or not attend FTDM and CPT staffings based on their assessments and priorities <ul style="list-style-type: none"> Supervisors are available to cover for each other. If a staffing has an issue, a supervisor is available to attend and assist. 	2006 reaffirmed 4/08	AA: Abbey, Burdge, Borg, Fenske, Haugen, Randall, Turner.	Big savings in SW Supervisor time <ul style="list-style-type: none"> Allows greater access to supervisor by staff. Relieves time stress & burden on SW4s allowing them to do other critical functions. R-1 supervisors attend a little over 50% of FTDM meetings.
Workflow		R2 - Provided training to staffing facilitators to accomplish consolidation of meetings. Allow supervisors to prioritize, & exercise discretion in order to reduce duplication at shared planning staffings. Require at least one supervisor to attend.	Completed Began 5/07	R2 – Implementation manager Bailey AA's, e.g. Szatkiewicz	Consolidation is more efficient for all staff involved. Supervisors have time freed up for clinical supervision and other duties to support field staff work.
		R5 - Staff are trained how to consolidate staffings. <ul style="list-style-type: none"> One CPT team in Tacoma and one in 	Began 2007	R5 – Dawn Cooper	Social workers will spend less time in multiple case staffings on the same case

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		Bremerton has agreed to offer combined, facilitated CPT and FTDMs <ul style="list-style-type: none"> Are discussing with other CPTs 	On-going		
		R6 Train offices on consolidating staffings when possible <ul style="list-style-type: none"> Information sheet drafted for mandatory staffing timeframes. Share w/offices for feedback. Meetings w/shared planning coordinators & FTDMs to plan consolidation of staffings 	By 6/08 By 6/08 By 6/08	R6 – Well-Being SHPC Donna Burkhardt	Social workers will spend less time in multiple case staffings on the same case.
	Local office procedures	R3 - Review procedures for revision or elimination <ul style="list-style-type: none"> AAs worked with local management teams <ul style="list-style-type: none"> Review local procedures and policies to streamline processes to assist workers. 	Completed 5/08	R3 – AAs	Streamlined process will help SWs be more efficient and save time.
	Case transfer	R4 - Clarify and implement case transfer expectations	Completed 1/08	R4 – RA, AA, all staff	Cases are: <ul style="list-style-type: none"> Assigned to appropriate units quickly. Transferred more efficiently while ensuring quality of case files at time of transfer.
	Provide Citrix access	R1 - Develop parameters of use, cost, & provide access. Citrix access approved on case by case basis where need for remote access is demonstrated.	Completed and ongoing.	R1 – Management Team Marty Butkovich, RA	SWs ability to complete documentation while waiting at court and when in the field would represent a significant time savings and prevent 'double efforts' (cutting and pasting and retyping from notes).
Technology		R6 <ul style="list-style-type: none"> Identify guidelines for approving access to Citrix Discuss at Regional MT meeting 	By 6/08	R6 AAs	

Regional Workload Reduction Action Plans - Status as of May, 2008

Current Challenge	Strategy to increase efficiency/ reduce workload	Action Required	Timeline	Lead	Impact on Social Workers
	Explore access to wireless services for SW	R1 – Will purchase wireless cards for after hours and CPS staff initially <ul style="list-style-type: none"> Will access effectiveness and use. If beneficial will expand to more/all staff. 	By 09/08	R1 - RBM-Klemmer	<ul style="list-style-type: none"> Decrease downtime while waiting for court, appointments etc Allow access to information system from the field, saving time by eliminating double data entry that is currently the case.
		R3 - Provide wireless connections which will allow more efficient use of time (i.e. while waiting in court)	By Fall 08	R3 – Bob King (Contract Mgr)	Less downtime such as while waiting for court
		R4 – CPS SWs and after hours SWs on call provided wireless capability	Completed 2/08	R4 – Regional Business Manager	SW staff have greater access to information and can input information from the field more efficiently.
		R5 – Purchased 20 wireless cards for staff. <ul style="list-style-type: none"> Analysis of use continues. If cards are highly used, more will be purchased 	Completed 2/08 Ongoing	R5 – Regional Business Manager	
		R6 – Purchased wireless cards for on call staff, social workers going to court and going out in the field. Will add at request of AAs	By 9/07 On-going		
	Other Technology	R2 - clerical staff use IT systems to track key due dates, e.g. H&S visits, and in some offices enter data for SWs, e.g. placement	On-going	R2- AA's: Norton, Carrillo	Some transfer of tasks from SW to clerical, but with increased efficiency
		R6 - Training for social workers on <ul style="list-style-type: none"> Effective use of lap tops when out of the office New technology, such as Blackberries, wireless cards, tethering to Blackberries etc. 	By 6/08 By 5/08	R6 - Regional Training SHPC, Dede Dessau	Social workers will know how to use lap tops more efficiently and effectively, freeing them up to do other duties.

Regional Workload Reduction Action Plans - Status as of May, 2008

Current Challenge	Strategy to increase efficiency/ reduce workload	Action Required	Timeline	Lead	Impact on Social Workers
Communication and Problem solving with line staff regarding efficiencies and workload reduction.	Regional UMCC and local office Ad Hoc committee meetings.	All Regions continue to have Regional UMCC meetings to discuss ideas re: workload and staff. Below are examples of regions efforts.	Underway and ongoing		Expand opportunity for meaningful dialogue regarding workload and ideas for efficiencies and workload reduction.
		R1 - Quarterly Regional UMCC meetings and three (3) Ad Hoc meetings with line staff and labor representatives. <ul style="list-style-type: none"> • 2 Regional UMCC meetings held • 2 Ad Hoc meetings held. 		R1 - RA: Marty Butkovich and AAs: Abbey, Burdge, Borg and Turner	Continued identification of ideas that will work from those doing the work
		R5 - Workload efficiency ideas solicited from staff through multiple venues in December and January. Report out to all staff on status of items occurs routinely. Quarterly Regional UMCC meetings held. Project – joint Union/Mgt training for staff on roles and responsibilities in responding to Critical Incidents. Additional ideas will be solicited	On-going Most recent report 4/08 Completed May 2008 6/08 On-going	Nancy Sutton, Gary Fontaine Nancy Sutton Amy Achilles	Increase worker understanding of what happens during a critical incident and what their resources are, reducing worker stress. Improves consistency of management response to incidents.
Licensed Resources	Licensing pilot project.	R3 - 3 DCFS staff are working in collaboration with DLR to expedite and increase foster homes.	Winter 2008	R3- DLR AA & Practice Support Program Manager	Decreased workload for existing DLR Licensors With increased resources, less time spent looking for placements and better matching. Increase licensed homes